HRD Practices in Himachal Pradesh: A Comparative Study of Himachal Pradesh Tourism Development Corporation and Himachal Road Transport Corporation

A SYNOPSIS

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Introduction

Human Resource

Human resources take active role in the modern economic scenario of any country. The abundant physical resources alone cannot benefit the growth of the country without human resources concept, which transfers physical resources into productive resources. The difference in the level of the economic development of the countries is largely a reflection of the differences in quality of their human resources. The key element in this proposition is that the values, attitude and quality of the people of the country that determine its economic development. Further, involvement of the HR is highly mandatory for the nations growth and prosperity as there has been shift from automotive manufacturing to computerization and further shift from manual to personalized reviews. Adoption of this new technology becomes necessary as it reduces production costs and meets the growing and changing requirement of society. This has been more relevant in production industries.[1]

Meggison, Leon C. (1977), has defined the Personnel and Human Resources as ñTotal knowledge skills, creative abilities, talents and aptitudes and benefits of an individual involvedé It is the sum total of the inherent abilities, acquired knowledge and skills represented by the talents and aptitude of the employed germs.ò

In an organization human resources are treated as one of the basic resources or inputs, which are to be utilized to the maximum possible extent in order to achieve individual and organizational goals. An organizationôs performance and resulting productivity is taken as directly proportional to the quantity and quality of its human resources.

According to M.J. Jucious, ñHuman Resource refers to whole system consisting of interrelated, interdependent and interacting physiological, sociological, psychological and ethical components.ò[2]

The Concept of HRD

Human Resource Development (HRD) is a multidimensional concept and it is a process for overall development of all the people in a given society. It is a process through which the employees in an organization are constantly helped in a systematic way to acquire and develop their capabilities to perform their present and future job. The present position and future prosperity of an organization entirely depend upon the human resource available with it. The inner potential of human resource of an organization can be gradually increased through proper HRD practices, which is not possible in case of other economic resources of an organization.[3]

The term Human Resource Development was first applied in 1968 in the George Washington University. In 1969, it was used at the American Society for Training and Development Conference. In the middle of 1970s concept was well accepted and used by many as a more attractive term than ñtraining and developmentò. Japan is the first nation to pay more attention on Human Resource Development practices in their industries. The World Bank in its report (1981) considered HRD as a complementary approach to other development strategies, particularly employment and reduction of inequalities. It also considers HRD as synonyms with human development, which encompasses education, training, better health, nutrition and fertile education. The HRD improves the effectiveness and productivity of an organization. The development of Human Resource has an importance, which cannot be overlooked at the cost of survival.[4]

Human Resource Development is a subject of national importance, much more of great relevance in a developing and most populous country like India. Human Resource is most crucial and difficult to tackle but of great importance. Without this resource, the countryôs development of physical/finance/technological resources is not possible. Mobilization would include the need to develop the human resources, their skills, attitudes and aptitudes so that they can competently achieve the pre-determined goal.[5]

The government has a critical role to play in the development of our country. It acts as a planner, regulator, catalyst, controller and investor. Broadly speaking HRD in government can be given two interpretations. The first can be that it refers to the HRD activities in the various ministries, departments and government agencies. The second interpretation is that it refers to the role of government at the macro environmental level, policies and conditions which affect HRD in various other organizations. For instance, the policies and directives of the government with respect to the employment and conditions of special sections of society. Such as the backward classes, significantly impact HRD policies and practices of the macro organizations level.[6]

According to T.V. Rao, ñHRD is a continuous planned process by which employees are helped to acquire or sharpen capabilities require to perform various tasks and functions associated with their present or expected future roles. Develop their general abilities, capabilities as individuals so that they are able to discover and exploit their own inner potential for their own and or organizational development purposes and develop an organizational culture where superior-subordinate relationship, teamwork and collaboration among different sub units are

strong and contribute to professional well being, motivation and pride of employees.[7]

Historical Roots

The term HRD has become very populator in the last decade and specially in the last five years. Many organizations have either started new HRD departments or have appointed HRD Managers or at least have strengthened their personnel departments to look after the HRD functions. The formal introduction of the concept of Human Resources Development (HRD) was done by Prof. Len Nadler in 1969 in American Society for Training and Development Conference. In India, Larsen and Toubro Ltd., is the first company to introduce this concept in 1975 among the private sector companies with an objective of facilitating growth of employees, especially people at the lower levels. Among the public sector Government companies it was BHEL which introduced this concept in 1980. Even while introducing HRD many organizations were under the impression that it was nothing but Training and Development concept. Certain companies started renaming their Training and Development departments as Human Resources Development Departments and some have created new departments. Later some other personnel management functions like Performance Appraisal, Potential Appraisal, Career Planning and Development, Feedback and Counselling, Organizational Development and Data Storage Systems are included as sub-systems of Human Resources Development.[8]

HRD at Macro Level and Micro Level

HRD is mainly concerned with developing the competencies of people. When we call it as a people-oriented concept the questions like should the people be developed in the larger and national context or in the smaller institutional context? Is it different at the Macro level and Micro

level? As things stand now, HRD applies to both institutional (Micro) as well as national (Macro) issues. The main objective, however, is to develop the newer capabilities in people so as to enable them to tackle both present and future challenges while realising organizational goals. However, it is useful both at macro levels.

Macro Level: At the macro level HRD is concerned with the development of people for the nation's well-being. It takes health, capabilities, skills, attitudes of people which are more useful to the development of the nation as a whole. While calculating the national income and economic growth, the prospective HRD concept examines the individuals potentialities, their attitudes, aspirations, skills, knowledge, etc., and establishes a concrete base for the economic planning. However, HRDôs contribution at macro level has not gained popularity as yet.

Micro Level: HRD has concern for grassroot development in the organizations. It is small wonder, HRD is well-received by companiesô managements as they realised its importance and foresaw its future contribution for the individual and organizational development. Generally, HRD at micro level talks of the organizations' manpower planning, selection, training, performance appraisal, development, potential appraisal, compensation, organizational development, etc. HRDôs involvement in all these areas ·is mainly with an objective to develop certain new capabilities in people concerned to equip them to meet the present job challenges and to accept future job requirements.[9]

Sub-systems of HRD

HRD system has different sub-systems, when it was started many were under the concepts that it had only two sub-systems viz. training and development. But after the several research work carried out it is understood that other aspects like performance appraisal, potential

appraisal, carrier planning and development, counselling are also considered as its subsystems.[10]

Significance of HRD

HRD transforms potential resources into kinetic human resources for optimization of potential capacity of employees. Organisation can become dynamic and grow only when employee capabilities are continuously acquired, sharpened and used. HRD is need to develop competency. No organization can survived, let alone make a mark, if its employees are not competent in terms of knowledge, skills and attitudes.[11]

In the fast changing environments organisations can scale new heights only through effective and efficient use of human resource. Appropriate personnel policies help maintain employee motivation and morale at high level, but this alone may not help the organization achieve success and venture into new fields.

To this end, employee capabilities must be encouraged to take risk, experiments, immoral and make things happen in an atmosphere of mutual trust, goodwill and cooperation.[12]

Human Resources Development in Public Sector in India

Public enterprises are responsible not only for building the infrastructure for industrialisation and producing goods and services of wide variety, but also developing the human resources. At the beginning of 1980, enterprises under Central Government had over 18 lakh employees on their rolls, of which nearly 1 lakh were in managerial cadre. Expenditure on manpower was around one-sixth of the total budget of these enterprises.

In the initial stages of planning, public enterprises faced an acute shortage of qualified and trained manpower. Engineers and technicians were sent abroad for training. For instance, a good number of technical personnel for public sector steel plants, were trained in USSR, USA, UK, Germany and Australia. Steel Plants in private sector in the country too helped in preparing technical and skilled personnel. Managerial manpower was also in short supply in initial stages. The top executive positions in public enterprises were held by the bureaucrats. In many cases, the senior government officials, brought to the helm of affairs in these enterprises had no previous experience of organizing and running manufacturing and commercial undertakings. Politicians also held the key-post of Chairman in many enterprises.

Today the picture is not that drak. Administrative and technical personnel trained by public sector are occupying key positions not only in public enterprises in India, but also in projects abroad managed by these enterprises. Thirty-nine public enterprises have set up their own in-house training institutes so far. These institutes offer a wide range of courses, seminars and workshops. Employees are sponsored for training in Institutes of Management, Technical Institutes and other professional bodies in the country. The Bureau of Public Enterprises also arranges for training of managerial and technical personnel abroad under Colombo Plan and also the programmes organized by UNIDO, ESCAP, ICPE, and other international agencies.

Public enterprises are growing in size, diversifying their activities, and entering into new areas of business. The requirement of technical and managerial manpower for future cannot be met unless the development of human resources in all public undertakings becomes a part of enterprise activities and is given no less importance than the commercial operations.

At macro-level, the Bureau of Public Enterprises and the Ministries Controlling Public undertakings should make joint efforts to prepare top managerial and technical personnel.[13]

Public Sector in India – An Overview

The public sector undertakings are the heart beats of the people of India. They have been primarily established to harness the resources of the country for public welfare, not merely to make profits. Public enterprises occupy a commanding and strategic position in the Indiaôs economy. They are not only among the top employees of almost all categories of workers from ground level to that of experts but are also destined to play the role of principal catalyst in taking India to the front rank of the developing nations. Today no economic task of national importance can be fulfilled without state participation. And since India has opted for objectives of ósocialistic pattern of societyô the role of public sector becomes further more pivotal while adopting this pattern of public policy. Government of India saw many benefits well suited for our social, economic and political setup, after attaining independence in 1947.

Indian economy today is passing through a process of crucial change. For the last four decades, we have been pursuing a path in which the public sector was to be engine of growth. However, towards the middle of the seventies, disenchantment with the public sector had started, but the voices of protest were feable and were sporadic and un-articulate. Although even in the beginning of eighties, the opening of certain areas hither-to reserved for the public sector, was undertaken, the Government was still hesitate to make a clear statement. The first clear pronouncement on the public sector outlining the change in policy was made by the then Prime Minister, Rajiv Gandhi in his first broadcast to the nation in 1984 when he said the public sector has spread into ñtoo

many areas where it showed not be. We will be developing our public sector to undertake jobs that the private sector cannot do. But we will be opening up more to the private sector so that it can expand and the economy can grow more freely.[14]

Whether we like it or not, the public sector using that term broadly to denote the activities undertaken by Government in the economic sphere today affects the life of all of us in one way or another; and while we might feel unhappy at the Public Sectorôs failures or lack of achievements, we have also to recognize that in many areas, there are at least for the present no adequate substitute for it. Indeed there is perhaps no country in the world, developed or developing in which the public sector does not play a significant role in economic affairs.

The public sector in India has become a subject of discussion and criticism amongst intellectuals, businessmen, politician, workers and layman for a variety of reasons. It has been to some amongst us an end in itself, as also an instrument of delivering the means of production from private ownership and exploitation to social ownership and collective enjoyment.[15]

The Indian experience indicates the public undertakings have a poor record in generating surplus directly available for new investment over capitalization, low rates of capacity use, poor maintenance, absence of effective incentives structure, preference among policy-makers for administered prices, distributional controls have not only contributed to low returns on investment in public undertakings but discouraged retention of professionally competent managerial personnel. Public undertakings continue to be played by such shortcomings as lack of clarity in objectives, the nature of the goods and services expected to be provided by public undertakings, under utilization of plants, managerial

ineffectiveness and the predominance of political in contrast to technical and economic criteria in their management.[16]

Public Sector in Himachal Pradesh

Himachal Pradesh is known to be rich enough for possessing natural resources besides the traditional skills of its people. The concept of socio-economic development was non-existent in the princely hill state before 1948. Solitary efforts were made by some of the bigger rulers to open schools, a dispensary or a sarai in their states. The entire terrain was not easily approachable. The inhabited areas were separated by rivers and river lets without any bridges and culverts. Besides basic amenities of life such as hygienic drinking water, electricity, medical and health care facilities were either absent or negligible. Thus, the entire state had certain peculiar features.

Many problems faced with regard to socio-economic development were exclusive to this state as distinct from plains. The state was endowed with natural resources but means to exploit these were not available. In this background, the development process was started in Himachal Pradesh. Himachal has maintained a marked and steady progress ever since it came into being in 1948. The pace of development increased manifold on the reorganization of the state in 1966 and grant of statehood in 1971. Public enterprises had played and will continue to play an important role in the socio-economic development of Himachal Pradesh. The main aim of public enterprises is to achieve socio-economic development in a balanced way.

The objectives for which public sectors had come into exercise in this state are as follows:

1. To promote rapid economic development in a balanced way by fulfilling critical gaps in the industrial structure.
2. To provide basic infrastructure facilities for the growth i.e. transportation, power and agricultural inputs etc.
3. To undertake economic activities strategically important for the growth of the Pradesh which it left to provide initiative would intent the state objective.
4. To avoid concentration of economic power in few hands.
5. To improve the standard of living and working conditions.

The geographical position of Himachal Pradesh affected the public sector undertakings. Himachal Pradesh being a backward area in a sense that it lacks industrialization because of geographical problems. At present, state is having public enterprises among numerous private industrial units.

In a developing state like Himachal Pradesh, enterprise is a matter of necessity and not a choice. Government has to interfere in the economy so that the rapid development could take place commensurate with the timely and proper use of scarce resources. Inspite of tough terrains and snowbound area of this hilly state, an attempt is being made for rapid industrialization. The concept of socio-economic development was not existent in the princely hill states before 1948. Isolated efforts were made by some of the bigger rulers to open schools, dispensaries etc. in this state.

Besides basic amenities of life such as clean drinking water, electricity, medical and health care facilities were either absent or negligible. Many problems concerning socio-economic development were exclusive to this state as distinct from the plains. The state has

endowed with natural resources but the means to exploit these were not available.[17]

Public sector constituted a form of organization which has played and still continues to play an important role in the socio-economic development of Himachal Pradesh. In Himachal Pradesh there are 25 public sector enterprises.[18]

Review of Literature

Review of literature is imperative to analyse the relevant studies which have already been conducted on the various aspects of HRD and Public Sector Undertakings, so as to comprehend the problem under study and find out research gap. Here review of books, articles and reports of the various commissions/committees is being presented in order to give a direction to the present study.

Ramaswamy, T. (1972)[19] ñPublic Enterprises in India: Objectives and Performanceò. The focus of this work has been on two inter-related area. First, the administrative organization of the undertakings and secondly, the central exercised over them by authoritative public institutions. However, an equally important area, i.e. the performance of the undertakings has also been given consideration in the analysis. The study has highlighted certain important aspects of administration at the state level public undertakings, specially the organizational structure, accountability and performance. In fact, one of key problems facing Indian Public Enterprises is to strike a balance between the requirements of relevant ñautonomyò and efficient administration on the one hand and effective control over them by appropriate legislative authorities on the other.

Meggison, Leon C. (1977)[20] in his book ñPersonnel and Human Resource Administrationò has studied efficient production of goods or the efficient performance of services for their clients while also providing for their employees personnel satisfaction. The author suggested that these objectives can be achieved through the efficient use of the organizations human resource, along with its financial and physical assets. The author focused in his study on (a) to develop an awareness of the universality of the personnel function and its importance to organization, (b) became familiar with the processes of effectively planning for, recruiting, selecting, developing, utilizing and maintaining and organizing human resources from the point of view of the entire organization.

Pareek, Uderi and Rao T.V. (1981)[21] in his book ñDesigning and Managing Human Resource System,ò the author has put together several HRD system, concepts and experiences together. In this book an attempt has been made to differentiate the traditional personal functions from the new human resources function. Since the publication of this book, several other organizations have moved in this direction in establishing HRD departments and giving a professional touch to other HRD functions. The author advocated that till the publication of the book (1981), many organizations had started HRD departments, or appointed at least HRD managers.

Dwivedi, R.S. (1982)[22] in his book ñManagement of Human Resourcesò has assumed that human behavior is marked by (a) non-rationality and diversity of motives, and (b) numerous significant psychological and sociological determinants. The book also pleads for informal system, group conflicts sittings. The book integrates the theories, principles, applications of specific behavioural disciplines to provide an in-depth understanding of the subject and incorporates the invaluable practical

experiences of practicing managers. The text is designed for personnel management and industrial relations and human resource management studies conducted in management administrators and supervisors in public and private sectors and government departments.

Rao, T.V. and Pereira, D.F. (1986)[23] in this book authors hav inclined the experiences which deal with (HRD) Human Resource Development Mechanism like performance appraisal, counseling and review discussion, training, organization development, career planning and development, job relation and clarity exercises.

Rudrabasavaraj, M.N. (1987)[24] in his book, ñDynamic Personnel Administration Management of Human Resources,ò has endeavoured to place before the reader the vast expansive scope, variety and dynamism of the field of personnel administration. The purpose of discussing personnel administration of both India and U.S.A. is mainly to give a total and complete picture of personnel administration and it is not a comparative study.

In this book author stressed on both philosophical and practical ideas. The personnel executives will find a great deal if existence in this book for the solution of their own problems. As and when a company wishes to introduce ñHuman Resource Development Programmesò it can safely rely on this book to get some practical ideas.

Basu (1987)[25] in his article ñHuman Resource Development,ò highlighted a philosophical dimension of human resource management. He further advocated that when the numbers in the organization are motivated towards personnel development with the help of injecting spiritualism and ethics in their mind, this will enable an atmosphere for developing the skills needed for the purpose.

Saxena (1987)[26] in his Human Resource Development through cooperative extension, point out that the development of people is more important than other economic function. Since we cannot build a high quality economy in terms of which machines can never replace human beings, human beings are needed at any stage of automation, with technology development, the existing equipments and machines are becoming obsolete. With new technology a new work force equipped with new knowledgeôs techniques are required.

Chandra (1988)[27] in his article argued that an efficient and satisfied workforce is the most significant factor in the organizations. The author stressed upon implementation of an effective human resource management policy, which becomes necessary for improving employee motivation and organizational effectiveness. Such a policy should be evolved through a participatory process.

Puranik (1988)[28] in his article presented an outline of Human Resource Development and puts emphasis on creativity, attitudes, communication, interpersonal relations, team building, leadership and motivation which are found essential for the Human Resource Development in Rural and Development Organizations.

Rao (1991)[29] considered a study in which he examined how training and HRD function were related to each other. He pointed out that there are cases of organizations that have merely named their training department as HRD departments following the example of some western organizations. He added that it as unfortunate that Human Resource Development was getting equated with training not only by practitioners in industry but also by some academicians. The author argued that the distinction between the two was necessary to make proper and fuller use

of HRD managers. HRD is more comprehensive and pro-active and encompasses the important function of training.

Choudhry's (1992)[30] research was an empirical study of some public Undertakings in Jammu and Kashmir State. It highlighted the organizations, personnel and financial problems and disclosed the fact that the recruitment and selection procedure was faulty and defective. No attention was given to arrangements for training in various specialized fields of technology and science. The procedure and policy of promotion of employees existed in theory only. Provisions for welfare activities and safety measures were inadequate. Financial administration and central system remained at a low level and lacked uniformity in practice of financial regulations. The efficiency and effectiveness of the public undertakings had lowered.

Kolekar (1993)[31] made an attempt to study the status of HRD function in the public sector undertakings in and nearby critically analyzing the HRD practices in the units such as Richardson and Quddas Limited, Shipping Corporation of India Ltd., Maharashtra State Road Transport Corporation, Indian Oil Corporation, Hindustan Antibiotics Limited, etc. His study revealed that there was a wide scope for the application of HR practices in public enterprises. The development of suitable policies and mechanism would help to eliminate óman-managementô problems to a large extent.

Ramana and Basha (1999)[32] attempted to study the banks HRM practices such as salary administration, training and development programmes, welfare measures and employer-employee relations, studies indicated that majority of the employees were satisfied with the training methods, materials and quality of the faculty that trained them. But the physical facilities at the training centres were not up to the expectation of

few. In case of salary administration policies, it was observed that majority of the employees were dissatisfied with family oriented perks of the banks and they confused that the incentives for efficiency and workload were poor. Majority of the respondents were under the dilemma about the method of salary fixation and hence expressed the view that the method of salary fixation was neither too good nor bad.

"Human Resource Management is Top Priority" (2006)[33] in the article published in the Hindustan Times has emphasized that to handles the human resource related issues in organization, the human resource management is the top priority. Further, in the article it has been stated that in all the business organizations managing people of human resources critical to success and therefore, should take top priority in terms of policies and budgets. Investment in human resource is as important as any other part of business strategy such as finance or operations is. Sound human resource practices can help the organization attract, retain and develop competent and dedicated employees. It has also been stated in the article that feedback is the key to managing people. Proper feedback depends upon appropriate communication. In the article certain functions of human resource management is also discussed. The functions which are discussed involves, motivating, empowering etc. Focus has also laid down on the benefits of effectively managing human resources, some important ones are good communication between employees and management, high employee morale, reduced employee turnover and important employee skills.

Sundaray, B.K. (2007)[34] in his book review of human resource management contains different aspects of human resource management. The contents of the book deals with nature and scope of human resource management, human resource planning, job analysis and design,

recruitment and selection, training and development etc. further in this book the emphasis have been laid down on the importance of human resource planning and the various strategies of human resource planning. An attempt is also made to narrate employee motivation, types of incentives plans and fringe benefits to maintain as well as improve the employees performance. The changing paradigm of human resource practices and its impact on trade unions regulate the relationship between the employees and the employers collective bargaining and workers participation in management are the methods, which reduces the rate of industrial disputes.

M. Srimannarayana (2008)[35] made an attempt to study the human resources development climate in India. The author concludes that moderate human resource development climate was prevailing in the organizations in India. It is observed that openness, confrontation, trust, autonomy, authenticity, pro-activity and collaboration (OCTAPAC) culture was more prevalent than human resource development mechanisms and general human resource development climate. The study reveals that the organizations in manufacturing sector could provide better human resource development climate than service and information technology sector organization. The author further says that the earlier studies and the present study shows that overall human resource development climate in India has improved positivism to human resource development but no emotional investment continue to contribute to this situation. The top management in this respective organizations might therefore adopt **Human Resource Practices** by investing a considerable part of their time and other resources to ensure the development of employees. The factors that contributed to relatively less favourable climate in service sector when compared to manufacturing sector were

ôemployees in service sector do not take much pains to find out their strengths and weaknesses from their supervising officers as colleagues.ô ôThe top management did not go out of its way to make sure that employees enjoy their work,ô and ôthe personnel policies in this sector are not that much effective in facilitating employees development,ô with respect to IT sector, the impediments for better human resource development climate were ôin adequate mechanism to reward any good work done or any contribution made by employees,ô not much on encouragement for employees to experiment with new methods and to try out creative ideas, and lack of desired concern for development of subordinates on the part of managers.

Shankar (2009)[36] through India Todayôs seventh state of the states report reveals that Himachal Pradesh has been best in education, health, macro economy and investment. Better fiscal management and realization of the role of education in economic growth have helped the state to maintain its position in the top five since 2003. Improved budget management and exemptions in excise duty to attract multinational investors have helped the state boost investments. Perhaps the first hill state to realize the importance of infrastructure, Himachal Pradesh is reckoned as the most impressive model development in India. For a state walked the path of development and industrialization for later than its neighbouring states, Himachal Pradesh has done fairly well and has set high standards for itself for the future.

Sharma, Rajwanti and Sharma, Jaipal (2010)[37] studied the efficiency of human resource management with reference to recruitment, selection, training, promotion-procedure and management staff relationship in the Haryana Tourism Corporation. The sample survey covering 218 employees revealed that majority of them were satisfied with the

recruitment policy and the selection procedure. Training was provided to the field staff only with majority of them not being satisfied with the training given. An atmosphere of general discontentment prevailed among employees expressed their dissatisfaction about the present pay scales. The management discouraged participation of the employees in Union activities by transferring the active participants to remote areas or by transferring them from one place to another frequently. There was no workerôs participation in management. The relation of the employees with the management was not so cordial.

Variables Identified for the Study

In order to make the study more focused. Some of the variables which considerably influence the process of Human Resource Development practices in organizational as given below:

1. Organisation willingness and preparedness for HRD.
2. Organisation skills, competence, capability.
3. Technical expertise available, training of trainers.
4. Technology and education for employeeôs development.
5. Availability of fiscal resources and their mobilization for HRD.

Objectives of the Study

The objectives of the study are as under:

1. To study the willingness and preparedness of the organisation/administrators for HRD practices.
2. To study the competence and skills to promote HRD.
3. To examine the human and physical resources available for promoting HRD in organisation.
4. To evaluate the availability of technology and their use for promoting HRD in the organisation.

5. To study the fiscal resources for the ongoing HRD practices in the organisation.

Significance of the Study

The present study strives to bridge the gap by focusing on important aspects of human resource development like recruitment, selection, training and development, wage and salary administration, motivation, job satisfaction, employees welfare measures and labour management relations. The present study is broad-based, comprehensive and gives due weightage to all the important aspects of human resources in public sector undertakings in the state.

HRD is needed by any organization that wants to be dynamic and growth oriented or to succeed in a fast changing environment. Organisation can become dynamic and grow only through the efforts and competencies of their human resources ñFrom the Public Administration and Management of view HRD is of utmost significance from at least three stand points ï social, professional and individual enterprise.ò

First, the effective management of human resources is likely to serve the goals of our society. Second, from professional stand point it can provide motivation for effective team work by providing desirable working condition and policies and preventing unethical use of human resource. Lastly, the management of human resources is also of significance from the stand point of the objectives of individual enterprise. It can create attitudes which motivate the workforce to accept the special goals of enterprise.

Hypothesis

The word hypothesis is derived from the Greek, Hypo (under) and Tithen as (to place) and suggests that when the hypothesis is placed under

the evidence as to foundation they tend to support one another. It performs this function by providing a proposed explanation which will have certain consequences than may be confirmed or refuted by testing.

The word hypothesis, in social science generally refers to a definite interpretation of a given set of facts, which is put forth as a tentative suggestion and remains partly or wholly unverified. After it is once established, it ceases to be a hypothesis and becomes theory or explanatory principle. Hypothesis is a preposition which can be put to test to determine validity.[38]

It is hypothesized that ñin the modern pursuit of Public Sector Undertakings in Himachal Pradesh, the HRD practices such as training, organizational and management-development, potential appraisal are not properly managed resulting in -mal administration and inefficiencyò.

Sub-Hypothesis

1. The administrative willingness and preparedness in both the organisation are not adequate to develop HRD practices.
2. The administrative skills, competence and abilities are inadequate in both the organisation resulting in inefficiency.
3. The human and physical resources are not properly managed in both the organisation.
4. Lesser use of technology is used for the HRD practices in both the organisation.
5. The fiscal resources are not sufficiently allotted for HRD practices in both the organisation.

Methodology

According to John W. Best,[39] methodology describes just what must be done, how it will be done, what data will be needed, what data gathering devices will be employed, how source of data will be selected and how the data will be analysis and conclusion reached. The above definition reveals that methodology relates to ñModus Operandaò to be adopted for undertaking research.

The researcher has adopted the following methodology in order to pursue the present study:

(i) Study of documents;

(ii) Empirical method;

(iii) Comparative method;

(iv) Sampling design.

(i) Study of Documents

Emphasis the importance of documents, C.A. Moser[40] has also stated that the researcher should not burry into the fields without consulting the necessary books and journal, past and present investigations of relevance, officials reports and statistics, records of institutions and so forth.

The documentary source has a great bearing in the field of research especially for the collection of information. The documentation includes, all written material, i.e. books, journal, articles, newspapers and so on. All possible sources of documentation had used for the study. Data will be collected from all above mentioned documentation sources and annual reports of selected two public sector of Himachal Pradesh.

(ii) Empirical Method

The two important tools generally used in social surveys are schedule and questionnaire. The two forms are similar in nature and there is very slight difference between the two. The only difference between the two is probably the fact that while the schedule has to be used in direct interviews, or direct observations and is field by the worker himself, the questionnaire is generally mailed to the respondent, who fills it up and returns it to the sender. Thus, the main difference between the two is regarding the method of collecting data through them.

The data will be collected by schedule and interviewing the employees of the organisations. The structured questionnaire will be used for collection of data.

(iii) Comparative Method

Comparative method is based on comparison. This method is not very old in the field of science. It is of recent origin of study to any field in degrees involves comparison. The idea of something beautiful or something ugly in comparison to the other. Similarly, it is common thing to discuss the HRD practices and intellectual capacity in comparison of others. In the field of scientific study, this method is adopted to collect facts and compare them for a particular purpose.

In the present study, the data collected with this method from both the organisation will be analysed and compared to each other difference in pattern, practice and system worked out on various aspects of ôHRDô such as: recruitment, selection, training and development, wage and salary administration, motivation, job satisfaction, employees welfare measures and labour management relations.

(iv) Sample Design

The researcher will be focused attention on the industrial organization belonging to public sector undertakings (PSUs) respectively in order to find out the nature and extent of human resources development (HRD) and its impacts on organizational performance or output.

The Universe-Himachal Pradesh Tourism Development Corporation ôHPTDCô and Himachal Road Transport Corporation ôHRTCô for the purpose of stratified sample will be divided into HPTDC, Head Office of Shimla and its circle offices and HRTC Head Office at Shimla and its divisions; Shimla, Mandi, Dharamshala and Hamirpur. These units will be further divided into the following categories of employees. Thus the researcher has drawn random samples of the following categories of the employees in both the organisations, given below:

1. Top Management Group: Twenty in case of each organisation.
2. Middle Management Group: Twenty five in case of each organisation.
3. Lower Management Group: Forty in case of each organisation.

Tentative Chapterisation

1. Introduction
2. (a) Conceptual Framework of Human Resource Development.

   (b) HRD Experiences in Public Sector Undertaking- A Critical Appraisal.
3. Organisational Structure and Personal Administration in Public Sector undertaking (PUSs) in Himachal Pradesh (HPTDC & HRTC).
4. Administrators, willingness and preparedness for implementation of HRD in Public Sector undertakings (PSUs) in Himachal Pradesh (HPTDC & HRTC).
5. Administrative skills, competence, experience and ability for HRD programmes in Public Sector undertaking (PSUs) in Himachal Pradesh (HPTDC & HRTC).
6. Training, training expertise available, satisfaction w.r.t. training techniques in Public Sector undertaking (PSUs) in Himachal Pradesh (HPTDC & HRTC).
7. Technology, nature of technology, technological advancement for the development of human resources in public sector undertakings (PSUs) in Himachal Pradesh (HPTDC & HRTC).
8. Fiscal resources for HRD Programmes in Public Sector undertaking (PSUs) in Himachal Pradesh w.r.t. HPTDC and HRTC.
9. Conclusion and recommendations.

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